

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Crossfield Products

Corporation for Manufacturing Excellence (Manex)

Crossfield Products Corporation Improves Performance with Lean

Client Profile:

Crossfield Products Corporation is a manufacturer of quality, fluid-applied industrial flooring, waterproof decking, marine decking and decorative concrete overlays. The company employs 87 people at its facility in Compton, California.

Situation:

Crossfield Products had experienced a sharp increase in sales. Manufacturing capabilities were stretched to meet the increasing demand. The company was looking for a way to concentrate on operational excellence to help grow the business and increase revenue even more. Crossfield's management team turned to the Corporation for Manufacturing Excellence (Manex), a NIST MEP network affiliate, to assess the current manufacturing operations and identify opportunities for improvement from order entry through shipping.

Solution:

Using a holistic approach, which included a detailed assessment consisting of 12 key business metrics benchmarked against best-in-class companies in the coating industry, Manex developed a roadmap to help Crossfield prioritize activities to support and achieve their short and long-term business objectives. Manex provided employees with a basic understanding of Lean with the underpinning that an educated and informed workforce is an engaged workforce. Manex worked with Crossfield to create a high-level Value Stream Map (VSM) to identify opportunities in all facets from order entry through shipping, and identify reasons for delays in customer orders. Manex trained the workforce in 6S (Sort, Set in Order, Shine, Standardize, Sustain, Safety) and practical problem solving technology to begin the transition to a Lean manufacturing philosophy. Teams were created to develop ideas to eliminate bottlenecks. One specific problem-solving event identified obsolete inventory in the warehouse that was using valuable space that could instead be used to stage orders for pick up and provide needed warehouse space for stock products. A careful analysis ensued that resulted in properly disposing of the obsolete materials that had accumulated for many years.

The company's executive team joined the workforce for a 5S event in its sample department, resulting in a sample department that was vastly improved. This process has been replicated at one of the company's satellite plants and ultimately will occur at all of the company's locations. Manex continues to assist Crossfield in the continuous improvement of its operations. Specifically, the team is evaluating production and raw material storage and retrieval systems. The goal is to automate some of its processes and ultimately create a safer, cleaner and more economical work environment. These efforts will help Crossfield achieve shorter lead times, reduce inventory carrying costs and utilize floor space more efficiently, while creating a safer, cleaner and more presentable work environment. With Manex's assistance in the implementation of this comprehensive roadmap, Crossfield has seen measurable results in quality, reliability, and business performance.

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Results:

- * Increased sales by 24 percent.
- * Reduced costs by 45 percent.
- * Reduced lead times by 2 days.
- * Improved on-time shipments by 11 percent.

Testimonial:

"We are committed to creating a culture of operational excellence based on Lean. Manex has helped us focus a light on our operations that has exposed new ways of doing business. This will not only help us meet our current and future production requirements, but has also energized our team with practices that will become part of our philosophy and everyday business."

Brad Watt, President